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Optimization of Human Resource Management at Ponorogo Halal Center IAIN Ponorogo

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Abstract

Introduction: As one of the LP3H, Ponorogo Halal Center (PHC) IAIN Ponorogo accommodates more than 500 PPH assistants. However, of that number, only around 100 assistants actively provide assistance. This is because the companions have different backgrounds and professions, so being a companion is not their main focus. Therefore, good human resource management is needed by PHC IAIN Ponorogo so that all PPH assistants can be active and have good performance. **Research Methods**: The method used in this research is a qualitative method with a case study approach, namely aiming to provide a detailed description of a particular case or phenomenon. With data collection techniques through documentation and interviews with 4 PHC administrators and 7 PPH assistants under the auspices of PHC using inductive data analysis techniques. **Conclusion**: The conclusion of this study shows that the human resource management that has been carried out by PHC IAIN Ponorogo in terms of procurement, development, compensation, and maintenance has been good. Meanwhile, the integration aspect between assistants and between assistants and PHC has not been implemented optimally. This has an impact on the number of active assistants which is still small, which is around 100 people out of a total of 500 assistants and the lack of participation of assistants when there are meetings or coordination activities. Therefore, there needs to be a program or activity that aims to increase integration or a sense of unity between assistants and PHC IAIN Ponorogo and

	integration between PPH assistants. In addition, the aspect of dismissal at PHC IAIN Ponorogo has not been implemented because the authority to revoke the assistant registration number is directly from BPJPH.
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INTRODUCTION

In accordance with the provisions of Law Number 33 of 2014 concerning Halal Product Assurance (JPH), all products entering, circulating and traded in the territory of the Republic of Indonesia must be halal certified. This is also emphasized by the Government Regulation Number 39 of 2021 concerning the Implementation of the Halal Product Assurance Sector where the first stage of the halal certificate obligation will end on October 17, 2024. However, the halal certification obligation in October 2024 was then postponed to October 2026. This applies to micro and small business actors, while for medium and large business actors, the halal certification obligation remains in force in October 2024. The underlying factor is that there are still many MSME products that have not been halal certified (Kementerian Koordinator Bidang Perekonomian Republik Indonesia, 2024).

The government has a special halal certification method for MSMEs, namely a halal statement by business actors or called self-declare. In the halal certification process of the self-declare scheme, the competence of the Halal Product Process Companion (PPH Companion) is very important because these PPH companions will later guide business actors in implementing the Halal Product Guarantee System (SJPH) as well as accompany business actors until they have a halal certificate for their products. PPH Companions are present through a recruitment process carried out, one of which is carried out by the Halal Product Process Companion Institution (LP3H).

One of the LP3H in Ponorogo that has a registration number from BPJPH is the Ponorogo Halal Center (PHC) IAIN Ponorogo with registration number 2201000007 (BPJPH, 2022). As LP3H, PHC IAIN Ponorogo has held two stages of PPH companion training recruitment, where in the first stage which was held on 12-14 July 2022, 60 participants passed (IAIN Ponorogo, 2022), while in the 2nd stage which was held on 14 - 16 September 2022 there were 200 participants who passed (IAIN Ponorogo, 2022). In addition, PHC IAIN Ponorogo also received a mandate to accommodate PPH assistants from training organized by BPJPH so that the total number of PPH assistants accommodated by PHC IAIN Ponorogo is 556 assistants. This could be a golden opportunity for PHC IAIN Ponorogo to become one of the pioneers in achieving the halal certification obligation program in Ponorogo if it is able to manage its human resources well.

Based on an interview with Ajeng Pipit Fitriani as one of the PPH assistants under the auspices of PHC IAIN Ponorogo, it was revealed that the HR Management carried out by PHC IAIN Ponorogo for PPH assistants was quite good, including PPH assistant training, compensation for PPH assistants for their success in helping to issue halal certification, and a

WhatsApp group specifically for PPH assistants as a medium for disseminating up-to-date information related to halal certification policies, as well as a medium for assistants to consult if they experience difficulties when assisting business actors. In addition, according to Siti Nur Mahmudah, who is also one of the assistants, it was revealed that HR management at PHC IAIN Ponorogo was not optimal where after the training there had been no activities or meetings held routinely to see how the assistants were performing and what obstacles were experienced by the assistants.

On the other hand, Yudhi Achmad Bashori and Rooza Amalia as active administrators of PHC IAIN Ponorogo revealed that out of a total of 556 people, only around 100 active assistants were present. This is because assistants have different backgrounds and professions, so being an assistant is not their main focus. This will affect the awareness and willingness of assistants to be active or not in providing assistance. Therefore, good HR management is needed by PHC IAIN Ponorogo so that all PPH assistants can be active and have good performance. In the self-declare method of halal certification, PPH assistants have an important role, namely assisting business actors to make halal certificates from the beginning until the halal certificate is successfully issued. Based on previous research and this background, this study was conducted to analyze the implementation of HR management at PHC IAIN Ponorogo and identify challenges in managing PPH assistants.

Human Resource Management (HRM) is a science that studies the role and regulates human relations in an organization or company. The elements of HRM include workers, employees, members, or employees in the organization or company. Therefore, HRM only focuses on the human aspect, namely members or employees in an organization or company (Supriyadi, 2022). HRM has a strategic role in supporting organizational sustainability, namely integrating economic, environmental and social aspects to support organizational performance (Sartika, 2024). Edwin B Flippo calls the term HRM personnel management. He defines HRM or personnel management as planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance and termination of employees (Flippo, 2021). The implementation of HRM in an organization is influenced by various factors including internal factors, namely the organization's vision and mission, company or organizational policies and culture, as well as external factors such as technology, economy, legal politics, socio-culture and government institutions or agencies (Marwansyah, 2021).

Human resource management plays a very important role in improving organizational performance including employee or member performance (Pahira & Rinaldy, 2023). In human resource management, employee performance assessment can be carried out using several approaches, one of which is a systematic approach using a graphic scale. The number of indicators used in performance assessment using a graphic scale usually varies, consisting of nine to twelve indicators that are adjusted to the position or type of work. These indicators consist of quantity, quality, cooperation, personality, diverse intelligence, leadership, safety, job knowledge, presence, loyalty, resilience and initiative (Flippo, 2021).

RESEARCH METHOD

This type of research is qualitative research, which is a research method used to examine natural conditions where the researcher is the key instrument and the research results emphasize more on meaning (Sugiyono, 2022). The approach used in this study is a case study, which aims to provide a detailed description of a particular case or phenomenon. Case study research includes several data collection techniques including interviews, observations, questionnaires, and relevant documents (Maharani, 2022). This study used a case study, namely at PHC IAIN Ponorogo and data collection included interviews with 4 PHC administrators, namely Yudhi Achmad Bashori, Rooza Amalia, Wirawan Fadly, and Dini Arifah, as well as interviews with 8 PPH assistants under the auspices of PHC IAIN Ponorogo, namely Muh Najib Amril Huda, Ajeng Pipit Fitriani, Bagus Fajar Ardiyanto, Siti Nur Mahmudah, Yulian Masruroh, Khairil Umami, and Diah Susanti. In addition, data collection was also carried out from related documentation so that this study used primary data sources, namely interviews, and secondary data sources, namely documentation (Soeharso, 2023).

Data processing in this study includes data reduction, data presentation, and drawing conclusions (Sazali, 2024). Data analysis was carried out inductively, namely data analysis that starts from specific factors to draw general conclusions (Saleh, 2020). In the inductive procedure, researchers observe behavior, pay attention to trends or relationships that may occur between PPH and PHC IAIN Ponorogo assistants, then make explanations for the observed behavior. By using this inductive method, researchers capture various facts or phenomena related to human resources at PHC IAIN Ponorogo and then analyze them using HR management theory (Wicaksono, 2022). Checking the validity of the data in this study used the source triangulation technique where researchers checked the consistency of what the PHC management said as the HR manager with what the PPH assistant said as the party or HR being managed and used the triangulation method where researchers checked the consistency of what the informant said with what the researcher obtained from searching for related documentation.

RESULT AND DISCUSSION

Analysis of Human Resource Management at PHC IAIN Ponorogo

Human Resource Management (HRM) is a science that studies the role and regulates human relations in an organization or company. HRM has 2 functions, namely management functions consisting of planning, organizing, directing, and controlling and technical functions or operative functions consisting of procurement, development, compensation, integration, maintenance and termination of employees (Flippo, 2021). By implementing good HRM, organizations will be able to obtain competent, efficient and high-performance HRM. The quality of HRM is very important because it will determine the performance of HRM which significantly affects the effectiveness of the organization (Otoo, 2024). In addition, HRM can help organizations to maximize the potential of their HRM (Basuki, 2023). In HRM management, there needs to be careful and systematic planning by the company or organization, effective communication, employee and member involvement, and a supportive

organizational culture to increase the efficiency of the process of achieving organizational goals (Monferdini & Bottani, 2024). The author conducted an analysis of HRM management at PHC IAIN Ponorogo to see the implementation of HRM from various aspects. The following are the results and discussion regarding HR management at PHC IAIN Ponorogo:

Table 1. Human Resource Management at PHC IAIN Ponorogo

Aspect	Condition	Implementation	
		Already	Yet
	Recruitment		
Planning	Recruitment by creating pamphlets and distributing them offline and online	V	
Organizing	Rooza Amalia as registration admin	V	
Actuating	Phase 1 with 60 applicants Phase 2 with 280 applicants PHC receives additional assistants trained by BPJPH	V	
Controlling	The decision to pass the LP3H policy itself	V	
	Development		
Planning	Offline training phase 1 quota 60 participants Online training phase 2 no quota limit	V	
Organizing	Arif Rahman Hakim as chairman of the committee	V	
Actuating	Phase 1 companions who passed 60 people Phase 2 companions who passed 200 people	V	
Controlling	There is an active WA group until now for coordination	V	
	Compensation		
Planning	The companion honorarium from BPJPH is transferred via the IAIN Ponorogo campus account and then transferred to the companion's account.	V	
Organizing	The invoice for disbursement of the companion's honorarium was submitted by Yudhi Achmad Bashori	V	
Actuating	PHC works with BSI to make disbursements to each companion account	V	
Controlling	PHC coordinates with the assistant if there has been disbursement of incentives	V	
	Integration		
Planning	There are no specific activities to improve integration between companions and PHC.		V
Organizing	There is no specific person in charge yet		V
Actuating	The offline meeting was held once at the Gajah Mada Hotel	V	
Controlling	The integration program has not been implemented		V
	Maintenance		
Planning	Monitoring is carried out flexibly	V	
Organizing	All administrators are responsible for providing direction or finding solutions if the assistant experiences problems.	V	
Actuating	Monitoring via WA group and zoom	V	
Controlling	If there is a new policy, PHC will share it in the WA group	V	

	Dismissal		
Planning	The companion's registration number will be revoked if the companion does not accompany for 2 consecutive years.	V	
Organizing	The authority to revoke the registration number is BPJPH	V	
Actuating	At PHC, there have been no companions whose registration numbers have been revoked.		V
Controlling	As long as there is no name of a companion from PHC included in the SK for revoking the account number, all companions will still be under the auspices of PHC.	V	

Source : PHC IAIN Ponorogo

1. **Recruitment**

   The human resources assistants at PHC IAIN Ponorogo come from recruitment carried out independently, namely twice. In addition, PHC also gets human resources assistants from those trained by BPJPH and then transferred to PHC. To become a PPH assistant, participants must take training and be declared to have passed by PHC. The graduation criteria used by PHC are attendance and grades from the practice or assignments given, but there is no minimum attendance limit or minimum grade for assistants to pass, so PHC needs to pay attention to the limits on grades and attendance so that PHC has a clear benchmark for assistants who pass. This is because to obtain quality human resources, there must first be a minimum standard or quality required so that these human resources will later be able to carry out their duties and responsibilities (Flippo, 2021). In addition, by implementing good human resource management related to human resource procurement, the organization will be able to obtain competent, efficient, and high-performance human resources (Otoo, 2024).

2. **Development**

   Development at PHC IAIN Ponorogo is carried out through PPH companion training. The training in the first wave has a quota limit of 60 participants, while the second has no quota limit. This is because the first wave was carried out offline for three consecutive days so as to adjust the budget, while the second wave was carried out online via zoom media so that the budget was not limited. Something that might be considered is that even though the training is carried out online, the participant quota is also limited, because if there are too many participants it will be difficult to monitor all participants during the training. This evaluation and development will have a positive impact on organizational change and sustainability (Taha & Taha, 2023).

3. **Compensation**

   The amount of incentives received by each assistant varies according to the number of business actors or halal certificates assisted, which is IDR 150,000 for one halal certificate that is successfully issued. This is a form of HR management strategy, namely a performance-based incentive system where PPH assistants will receive rewards according to their performance. This can be maximized by PHC, namely to

motivate assistants to be enthusiastic about providing assistance, because one of the goals of the compensation program is to motivate them to achieve high performance (Flippo, 2021). Compensation that is in accordance with performance will also have an impact on job satisfaction and employee or member participation (Kalia et al., 2024).

4. **Integration**

   Meetings or coordination at PHC are mostly carried out online, while direct or face-to-face meetings between PPH and PHC facilitators have only been held once. This can be a concern for PHC to hold more offline meetings because direct meetings are expected to increase solidarity and unity between PHC and facilitators. At PHC, integration programs have not been implemented optimally, one of the reasons being that only a few PHC administrators actively manage PHC. This sense of unity or integration is very important because strong integration will encourage productive cooperation to achieve common goals (Flippo, 2021).

5. **Maintenance**

   Monitoring when a new policy is implemented online but not all participants are present. PHC can share the results of meetings or zooms conducted in the WA group so that all participants are expected to always be updated if there is a new policy related to halal certificates. This monitoring is an important form of communication to convey instructions and control so that the tasks that have been given can run well and as they should (Flippo, 2021).

6. **Dismissal**

   Although there are mentors who have not been mentored for two consecutive years, there have been no mentors whose registration numbers have been revoked at PHC. This can be utilized by PHC to encourage the spirit of mentors, especially those who have not been mentored, that there is still an opportunity for them to be able to mentor considering that this dismissal can basically provide benefits to the organization, namely members or employees who leave the organization can be replaced with those who are more qualified (Flippo, 2021).

Analysis of Factors Influencing the Implementation of Human Resource Management at PHC IAIN Ponorogo

Knowing and understanding the factors that influence HR management is important so that the strategy for managing organizational members can be adjusted to the real conditions faced by the organization. In addition, it is also useful for identifying challenges and opportunities that may arise in efforts to improve HR performance. Factors that influence human resource management in organizations or companies consist of internal factors and external factors (Marwansyah, 2021). At PHC IAIN Ponorogo, internal factors that influence HR management are the vision and mission of PHC IAIN Ponorogo itself and HR, namely PPH assistants, the number of which reaches 556 assistants. This requires PHC IAIN Ponorogo to manage its HR so that the vision or goals of the organization can be achieved.

On the other hand, external factors that influence HR management at PHC IAIN Ponorogo are policies or regulations from stakeholders, in this case BPJPH, regarding the obligations of PHC IAIN Ponorogo as LP3H. The policies in question include PMA number 20 of 2021 and Decree of the Head of BPJPH Number 8 of 2024 where LP3H must carry out recruitment, training, as well as coaching and evaluation of the PPH assistants under its auspices. Due to these policy factors, PHC IAIN Ponorogo then carries out HR management, including by holding offline and online recruitment and training of PPH assistants and coordinating and evaluating the PPH assistants.

Thus, PHC IAIN Ponorogo has carried out HR management based on existing regulations and adjusted to organizational conditions. Based on the results of an interview with Rooza Amalia as one of the PHC administrators, it was explained that the adjustments made included PHC IAIN Ponorogo conducting recruitment in 2022 only, but twice. This is because PHC has received additional HR from training conducted by BPJPH which was then delegated to PHC so that even though recruitment is not carried out every year, there are already many HR or PPH assistants under the auspices of PHC IAIN Ponorogo. In addition, in terms of training and evaluation of assistants at the IAIN Ponorogo Health Center, it is carried out flexibly and not routinely every month. However, PHC always provides updates regarding the development of halal certification applications and the latest policies. Then in terms of performance reports to BPJPH, it is also not done routinely, namely once every 6 months. This is because there was no follow-up regarding the report and BPJPH can see the performance of LP3H through the Sihalal website so that even though there is no report, BPJPH can still find out the development of each LP3H.

Impact Analysis of Human Resource Management at PHC IAIN Ponorogo

Kinerja PHC IAIN Ponorogo dapat dilihat dari kinerja kinerja pendamping PPH yang dinaungi. This is because LP3H in carrying out its duties can recruit PPH assistants as parties who go directly to the field. The performance of PPH assistants as human resources can be seen from various indicators including quantity, quality, cooperation, personality, diverse skills, leadership, safety, job knowledge, presence, loyalty, toughness and initiative (Flippo, 2021).

Based on the results of interviews with the management of PHC IAIN Ponorogo, PPH assistants under the auspices of PHC IAIN Ponorogo and the documentation that has been done, it can be seen that the performance of PHC IAIN Ponorogo has been good where PHC IAIN Ponorogo has succeeded in assisting in the issuance of free halal certificates of 5413 halal certificates. This shows that HR management programs ranging from training, coordination and development for PPH assistants that have been carried out by PHC IAIN Ponorogo have been quite effective because PPH assistants have been able to assist and understand the halal certification procedures so that many halal certifications have been successfully issued. This is considering that the procedure for submitting a halal certificate is quite complex and there are limitations or quotas for the free halal certification so that it requires understanding and resilience from PPH assistants.

The success of issuing halal certification is also related to the performance of PHC IAIN Ponorogo, namely in terms of submitting invoices for disbursement of honorariums for companions. The management of PHC IAIN Ponorogo routinely submits the invoice so that the disbursement of honorariums for companions also runs smoothly. This could be one of the motivations or encouragement for PPH companions to be enthusiastic about providing assistance so that many halal certifications are issued.

However, on the other hand, PPH assistants under the auspices of PHC IAIN Ponorogo showed that cooperation between assistants was still lacking because of the number of halal certifications issued, only around 100 people accompanied while the remaining 400 assistants had not provided assistance. The large number of assistants who were less active was partly due to the lack of willingness of assistants to take the time to accompany. In addition, because assistants have their own background or core profession, it is difficult to manage time to accompany. Thus, the factor that causes assistants to not actively accompany is the lack of awareness and willingness to take the time to carry out their duties as assistants. In addition, the low participation of assistants may also be caused by the lack of integration or sense of unity between PPH assistants and PHC IAIN Ponorogo. This was shown when PHC IAIN Ponorogo held a meeting or coordination, the level of participation and attendance of assistants was still low. Therefore, the initial step that PHC IAIN Ponorogo could possibly take to increase the participation of facilitators is to pay more attention to programs that can improve cooperation and integration both between PPH facilitators and between facilitators and PHC IAIN Ponorogo.

On the other hand, PHC IAIN Ponorogo also conducts human resource development by conducting visits or comparative studies to other LP3H. The first comparative study was with the Halal Center UINSA which resulted in information on how to manage LP3H, a comparative study with LP3H UIN Walisongo Semarang on the division of tasks in LP3H and a comparative study with LP3H UIN Sunankalijaga Yogyakarta on how to coordinate the tasks of the assistants so that they can run well. The results of the comparative study had an impact, namely that the PHC management could manage PHC IAIN Ponorogo well because they had received information on how to manage LP3H. In addition, PHC IAIN Ponorogo also received information on how to organize PPH assistant training and what was needed during the training, so that PHC IAIN Ponorogo could prepare everything well so that PPH assistant training could run well.

CONCLUSION

Human resource management at PHC IAIN Ponorogo is influenced by internal and external factors. Internal factors that influence are the vision and mission of PHC IAIN Ponorogo itself and human resources, namely PPH assistants, whose number reaches 556 assistants. This requires PHC IAIN Ponorogo to manage its human resources so that the vision or goals of the organization can be achieved. While external factors that influence human resource management at PHC IAIN Ponorogo are policies or regulations from stakeholders, in

this case BPJPH, regarding the obligations of PHC IAIN Ponorogo as LP3H, namely conducting recruitment, training, and coaching and evaluation of PPH assistants.

Human resource management at PHC IAIN Ponorogo in terms of procurement, development, compensation, and maintenance of POAC elements has been fully implemented, while in terms of integration of planning, organizing and controlling elements has not been implemented optimally and in terms of termination of implementation elements has not been implemented. In general, human resource management that has been carried out by PHC IAIN Ponorogo is good, which also has a good impact on the performance of PPH assistants and the performance of PHC IAIN Ponorogo itself. However, PHC IAIN Ponorogo does not yet have programs that aim to improve integration or a sense of unity between assistants or between PPH assistants and PHC IAIN Ponorogo, so this also has an impact on the number of assistants who are not yet active and the participation of assistants who are still lacking when there are meetings or coordination activities. Thus, to improve the performance of PPH assistants, PHC IAIN Ponorogo in the future needs to develop organizational improvement programs, such as joint training, holding regular face-to-face meetings, and providing rewards or awards for active assistants as an effort to increase participation and loyalty of assistants.

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